



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

TOPIC – CUSTOMER SERVICE DIVISION BUSINESS PLAN

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel(s) (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Thursday 3 April 2008.

Contact Officers:

Case Officer: Paul Wood, Tel: 01962 848 551, Email: pwood@winchester.gov.uk

Committee Administrator:

Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- To gain recognised Customer Service Excellence certification in line with Cabinet Office recommendations.
- To provide a Customer Service Advisor presence at Local Access Points as they are rolled out across the Winchester District.
- Continue implementation of Service Centre including integration of parking service by the end of 2008.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

PROPOSED DECISION

That the Business Plan for the Customer Service Division be approved as attached as Appendix A.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

The Resources Scrutiny Panel has been consulted on this Business Plan and raised the following issues:

None.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

N/A

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision

Councillor Frederick Allgood – Portfolio Holder for Finance and Resources

Customer Service Business Plan 2008 – 2013

1. Brief Description of the Service and its Purpose

- Enabling access to council information and service for customers using a range of contact channels
- Mail, courier, electronic document scanning, and document verification services
- Vending facilities

2. Links between Council strategic priorities and services

<i>Strategic priority</i>	<i>Divisional responsibility</i>
Economic prosperity	Providing information and signposting to information on local businesses.
Safe and Strong Communities	Providing a safe environment for customers and staff at receptions. Making access to services easier for customers across the District.
High Quality Environment	Encouraging a paper free environment, reduce waste by signposting customers to access information and leaflets electronically using the Internet. Reducing the need for travel across the District by enabling customers to resolve enquiries efficiently using contact channels other than face to face.
Efficient & Effective Council	Providing access for customers across a range of channels including telephone, fax, email, SMS, post and face to face contacts.

3. Summary of Progress in 2007/08

Key Service Priorities

No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress to date
1.	Efficient & Effective Council	Continue implementation of Service Centre including back office integration	April 2007 - 2012	Further one shop calls and more efficient access to information for the public.	£5k cap 06/07 £75k cap 07/08 Expenditure to date £10k	Head of IM&T and Head of Customer Service	Additional property service call types including payments, stair lift and passenger lift integrated to CSC. Parking integration delayed due to system and accommodation issues rescheduled for completion Dec 08 Housing Benefits local integration on hold due to HLOW shared services project. Council Tax payments integration pilot completed Q4 2007/8

No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress to date
2.	An efficient and effective organisation	Contribution to the corporate EDRMS project	April 07 – Sept 10	As defined in project	Existing Internal staff resource phased migration from physical mail collection and delivery to document scanning	Head of IM&T, Head of Customer	Planning scanning integrated into Office Support team successfully. Office Support team established as central scanning team, training completed and pilot scanning of Housing documents underway. On track.
3.	An efficient and effective organisation	Review of corporate customer service standards and organisational Customer Care within the Council	April 07 – March 08	Comparison against national standards	Internal staffing resources; Customer Service Manager and corporate customer care group	Head of Customer Service	Initial review completed, gap analysis planned Q1 2008/9 as part of 2010 Customer Service programme
4.	An efficient and effective organisation	Relocate Planning reception to the Colebrook Street reception	2007	Customer satisfaction and staff efficiency savings	Internal staffing resources	Head of Customer Service	Completed
5.	An efficient and effective organisation	Improve face to face customer flows to reduce queues to manage increased customer traffic in the City Offices reception area	April 2007	Maintain customer satisfaction levels for face to face customers following planning reception move	£2.7K one off costs	Head of Customer Service	Completed

No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress to date
6.	An efficient and effective organisation	Upgrade Lagan CRM system to version 6	May 08 – July 08	Enhanced functionality to deliver better customer service	£15K Internal staff resource and external specialist resource	Head of Customer Service & Head of IM&T	Planned for 2008/9 to upgrade to version 7.0
7.	An efficient and effective organisation	Removing communication barriers for customers by providing deafness awareness / BSL training for advisor	2007/8	Number of customers (internal and external) using signing service	Internal staff resource and corporate training budget	Head of Customer Service & Learning & Development Advisor	Delayed due lack of resources. Deafness awareness course rescheduled for May 2008

No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress to date
8.	An efficient and effective organisation	Customer service staff development programme to increase skills, knowledge and morale of staff. Investigation of Performance related pay scheme to reduce attrition, sickness absence and increase performance.	April 07 – April 2013	Reduction in staff attrition to 23%. Improvement in Customer Satisfaction	Internal resource and training budget	Head of Customer Service	<p>Programme implemented including</p> <ul style="list-style-type: none"> • NVQ accreditation • Employee champions established, • Staff suggestions implemented. • Sickness absence management awareness programme in place. <p>Customer Satisfaction remains consistently high however staff attrition has increased to 40%</p>
9.	An efficient and effective organisation	Office support to review internal post delivery process and implement changes to free resource for EDRMS scanning	April 07 April 08	Resource available to scan pilot area mail and planning documents backlog into EDRMS system	Internal staffing resources, Office Support & IM&T analysts	Customer Service Manager and Office Support team leader	Completed

4. Top Service Priorities 2008/13

Target No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
1	Efficient & Effective Council	<p>Continue implementation of Service Centre including back office integration</p> <p>Council Tax payments full integration planned for Q2 2008/9</p> <p>Council Tax change of address enquiries</p> <p>Parking integration telephone calls, payments and front desk enquiries by end of Q3 2008</p>	<p>April 07 – Dec 09</p> <p>Q2 2008/09</p> <p>Q3/Q4 2008/09</p> <p>Q3 2008</p>	<p>Further one shop calls and more efficient utilisation of CSC and access to information for the public.</p>	<p>£15k cap 08/09</p> <p>In-house resources</p> <p>Staff resources - 200 days p.a.</p> <p>Staff resources in sections – to b</p>	<p>Head of IM&T and Head of Customer Service</p>
2	Efficient & Effective Council	<p>Gain recognised Customer Service Excellence (replacement of Charter mark accreditation) certification in line with Cabinet Office recommendations</p>	<p>Initial assessment and training completed By Dec 2008</p>	<p>External certification confirming adherence to specific standards and levels of practice</p>	<p>£2,000 accreditation</p> <p>Internal staff and a recognised external accreditation body</p> <p>Certification body to be confirmed</p>	<p>Head of Customer Service</p>

Target No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
3	Efficient & Effective Council	Business case for development of a single customer database	By Q2 2008	Improved customer satisfaction, reduced customer contacts	Full costs To be confirmed as part of business case development	Head of Customer Service & head of IM&T
4	An efficient and effective organisation	Contribution to the corporate EDRMS project	April 07 – Sept 10	Measures to be set as part of the project	Existing Internal staff resource continued phased migration from physical mail collection and delivery to document scanning as project develops into "Business as usual"	Head of Customer Service & Office Support Team Leader
5	An efficient and effective organisation	Equalities Impact Assessments	Q1/2 2008	Completion of assessment and implementation of actions arising from the assessment	Internal resources	Head of Customer Head of Organisational Development
6	An efficient and effective organisation	Replacement of Office Support enveloping machine The current machine is at the end of its useful life and support is being withdrawn 2008. The project will investigate sourcing a suitable replacement	Q1 2008	Use of a new enveloping machine to replace obsolete unsupported equipment	Internal resources £23k Capital budget £3.6k Revenue annually from 2009	Head of Customer Service
7	An efficient and effective organisation	Upgrade Lagan CRM system to version 7	May 08 – July 08	Enhanced functionality to deliver better customer service	£15K Internal staff resource and external specialist resource	Head of IM&T Head of Customer Service

Target No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
8	Safe and Strong Communities	Provide a Customer Service Advisor presence at Local Access Points across the Winchester district	May 2008	Customer visitor numbers, LAP visitor satisfaction with service	CAB 1601 £12.6K	Head of Partnerships & Communications Head of Customer Service
9	Safe and Strong Communities	Work with Police to pilot a community policing scheme to locate Police presence within the CSC Reception area	September 2008	Improved links with Police, easier access for customers to discuss multi agency issues	Funded by Police	Head of Customer Service
10.	An efficient and effective organisation	Develop and deliver a corporate customer care programme	Develop programme by July 2008	Improved customer satisfaction levels.	To be confirmed following pilot programme	Learning and development advisor Head of Customer Service

Target No.	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
11.	An efficient and effective organisation	<p>Customer service staff development programme to increase skills, knowledge and morale of staff.</p> <ul style="list-style-type: none"> Continuation of NVQ programme Develop and implement Customer Service Development Coaching initiative Continue Employee champions initiative CMS development programme Team Leaders 	<p>April 07 – March 2013</p> <p>Throughout year</p> <p>Q1</p> <p>Throughout year</p>	<p>Reduction in staff attrition to 23%. Improvement in Customer Satisfaction</p> <p>Reduction in CSA training time to 3 months</p> <p>Improved employee satisfaction</p>	<p>Internal resource and training budget</p> <p>0.5 FTE</p> <p>48 hours staff time annually</p> <p>Internal resource and training budget</p>	Head of Customer Service

5. Key Performance Indicators

The KPIs below are designed to deliver improvements across Customer Service by measuring and managing staff, departmental productivity and quality to drive improved customer satisfaction levels. The full range of measures is available on the Intranet via the Customer Service Dashboard which is updated daily and on the website updated monthly [Link to CSC performance website](#). Telephone targets for **2008/09** have been aligned to the national customer service standards (National e-Service Delivery Standards) NeSDS. Face to face waiting time (ref 16) national standard is 10mins. Contact centre industry staff attrition figures taken from Contactbabel 2007 survey).

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Achieved 2006/07	Target 2007/08	Estimate 2007/08	Target 2008/09	Target 2011/12
1.	Switchboard - % of telephone calls answered	Customer Service Manager	95.9% in 30 seconds	85.4% in 30 seconds	87% in 30 seconds	80% in 20 seconds	82.79% In 20 seconds	80% in 20 seconds	80% in 20 seconds
2.	Service Centre - % of telephone calls answered	Customer Service Manager	NA	68.4% in 30 seconds	70% in 30 seconds	80% in 20 seconds	72% In 20 seconds	80% in 20 seconds	80% in 20 seconds
3.	Total of Switchboard and Service Centre - % of telephone calls answered	Customer Service Manager	N/A	75% in 30 seconds	76% in 30 seconds	80% in 20 seconds	75% In 20 seconds	80% in 20 seconds	80% in 20 seconds
4.	Customer Service Centre staff attrition rate (UK Contact centre Industry average 2007)	Customer Service Manager	N/A	45%	25%	23%	40%	23%	23%
5.	Switchboard - % of calls abandoned	Customer Service Manager	0.8%	0.7%	0.9%	3%	0.74%	1%	1%
6.	Service Centre - % of calls abandoned	Customer Service Manager	N/A	9.9%	6.1%	5%	7.4%	5%	5%

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Achieved 2006/07	Target 2007/08	Estimate 2007/08	Target 2008/09	Target 2011/12
7.	Total of Switchboard and Service Centre - % of calls abandoned	Customer Service Manager	N/A	4.5%	6.1%	5%	4.8%	3%	3%
8.	Service Centre - % of busy calls	Customer Service Manager	N/A	13.2%	12%	5%	0.6%	3%	3%
9.	Percentage of contact centre enquiries resolved on first contact	Customer Service Manager	N/A	N/A	76%	65%	67.3%	75%	80%
10.	Occupancy - the percentage of time Customer Service staff logged into the telephone system are taking a call or available to take a call.	Customer Service Manager	N/A	85.3%	87%	85%	85.7%	85%	85%
11.	Quality assessments – per trained CSA per week	Customer Service Manager	N/A	1	1	1	1	80%	90%
12.	Quality assessments - percentage of assessments rated good or excellent	Customer Service Manager	N/A	88%	97%	92%	72.5%	93%	94%
13.	Customer Satisfaction - percentage of service rated as good	Customer Service Manager	N/A	91%	94%	90%	92%	93%	95%

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Achieved 2006/07	Target 2007/08	Estimate 2007/08	Target 2008/09	Target 2011/12
14.	Face to face customers wait no more than an average of 10 minutes	Customer Service Manager	N/A	N/A	4 mins	10 mins	5.6m	5 mins	5 mins
15.	Percentage of documents scanned into EDRMS within SLA (SLA to be agreed as part of EDRMS project)	Office Support Team Leader	N/A	N/A	N/A	100%	N/A	100%	100%
16.	Percentage of scanned documents quality checked in Office Support	Office Support Team Leader	N/A	N/A	N/A	10%	10%	10%	10%

5. Resource Implications

A) Financial

2007/08 Revised				2008/09 Estimate			FTE	
Exp £000	Income £000	Net £000		Exp £000	Income £000	Net £000		
417	(417)	0	Office Support	426	(425)	1	8.8	
831	(831)	0	Customer Support	872	(872)	0	17.73	Additional 0.6 FTE for Hubs and Clusters project Cab 1601 shown in FTE but not included in budget (3/3/08)
1248	(1248)	0	Total	1298	(1297)	1	26.53	

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
Customer expectations E Government Customer experience	Service transformation (including Customer Service Centre further phases) Flexibility of staff – multi skilling Corporate activities (e.g. team briefings) Sickness and absence
WORKFORCE IMPLICATIONS	
<p>Customer expectations Continued focus on response times, opening hours, non value customer contact and enhanced customer experience by resolving enquiries on first contact.</p> <p>E-Government Continued focus on E govt programme throughout Council.</p> <p>Service transformation (including Customer Service Centre development) Performance may reduce as new services and processes are integrated into the Centre.</p> <p>Flexibility of staff – multi skilling On-going training and development required for both new and existing staff.</p> <p>Staff attrition Focus on staff development to improve employee satisfaction, skills base and reduce attrition levels</p> <p>Corporate activities Limited staff available to provide cover.</p> <p>Sickness and absence High levels in some areas impacting upon performance, other staff and costs.</p>	

6. Proposals for Consultation

What research or consultation do we intend to carry out?	How will we be doing it?	When will we be doing it?	How will we use the results?
Customer satisfaction surveys	Customer Satisfaction surveys - transferring customers to an automated satisfaction survey line, reception customer comments cards, customer response to repairs appointment cards.	Quarterly throughout 2007 - 10	Results will be analysed and compared to previous surveys to track service levels and to identify areas for improvement.
Questions in citizen panel survey	Consultation on customer contact preferences and satisfaction with previous contacts through questions forming part of the survey	Q1 2008	To inform future decisions within the 2010 program.

7. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Notes
Customer Service	4775	Impact : Medium Likelihood: Probable	Managerial	Failure to achieve target response times	Paul Wood	(1) Inadequate staff resource (2) Failure to respond to an emergency or lack of knowledge	(1) Loss of Staff and community confidence (2) Loss of reputation (3) Increased cost of disruption	Link to Strategic Risk 3

Using the [strategic risk rating guidance](#) framework the risk for Customer Service has been identified as:-

Impact: **Medium** – slightly reduced service levels, objectives of one section not met

Likelihood: 51% - 75% - **probable**